

**Climate Change – The Silent Pandemic: Identifying How Community-Based Organizations  
(CBOs) Mobilizing Financial, Informational, and Resource-based Capital Through the  
COVID-19 Pandemic Can Inform Climate Change Planning and Response Efforts  
in Paterson, New Jersey.**

**Thesis Presented in Partial Fulfillment of the Requirements for the Honors Degree of  
Bachelor of Science in the School of Environment and Natural Resources**

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*Spring 2021*

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## **Acknowledgements**

I want to start off by thanking my research advisor, Dr. Joe Campbell in the School of Environment and Natural Resources (SENR) for his unwavering support through a year that has been anything but normal. Even before my admission into the honors program in SENR, Joe believed in me. I remember sitting across from him at the cafe in the Agricultural Administration building when I laid out the plan of how I would work endlessly to raise my GPA and gain admission to the honors program and produce a quality project. Joe is someone who has provided positive academic and professional recommendations without hesitation and I credit his support to my graduate school admissions.

To Esther DeBusk, thank you for allowing me to sit in your office to walk through all of my wild ideas which you supported during my time in SENR. Words can't express how grateful for you.

To staff in the Office of Diversity of Inclusion, thank you for taking a chance on a kid from Paterson, New Jersey. Without your mentorship, guidance, academic success coaching, and serving as a place for me to decompress, I wouldn't have made it to where I am today.

To Dr. Matt Hamilton, thank you for giving me an opportunity to start my research career with you during my sophomore year and thank you for your continued support since then. To Dr. Santina Contreras, thank you for allowing me to contribute and share my perspective on development in your class and for all your guidance through the graduate application process.

To Mom and Dad, this thesis and diploma are yours as much as they are mine. I love you.

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## **Abstract**

As of April 21, 2021, COVID-19 is still impacting the needs of community members in Paterson, New Jersey. The community-based organizations interviewed and studied in this undergraduate thesis from March 2020 – April 2021, are working to meet those needs and have fostered a community field through the creation of the Social Justice League. This community field utilized an already existing social field created by the Paterson Alliance, a convening organization that focuses on bringing community-based organizations together. Through the COVID-19 Pandemic, which started altering the way of life in Paterson in March 2020, these community-based organizations banded together and restructured finances to effectively distribute information and mobilize resources such as food and personal care items to community members in need throughout Paterson. The connections and collaborations created through this community field must remain a focal point to ensure the comprehensive and effective recovery and resilience efforts of Paterson residents in the wake of future emergency situations. Continuing to foster a community field among community-based organizations, and expanding this approach to government and business entities, these community fields will better prepare the stakeholders in Paterson for climate change-induced extreme weather events. Paterson is vulnerable to flooding from extreme rain events such as hurricanes and the collaborations and connections between these community-based organizations that formed a community field through the COVID-19 Pandemic should be used as a proxy on how to meet community needs in future emergency response situations. Future research should analyze the Self-Healing Communities Model, which was identified by community-based organizations as foundational through the COVID-19 Pandemic, through the lens of meeting community needs after climate change-induced emergency events (Porter, Martin, & Anda, 2016).

## **1. Introduction:**

Climate change is affecting the quality of life of Paterson, NJ. Understanding how community-based organizations within the community of Paterson will adapt to evolving climate change “press” processes (e.g., warming temperatures; sea level rise) and how they will be resilient in response to transformative climate change “pulse” events (e.g., hurricane; extreme heat event) is crucial for the sustainability of this city. There is not a current climate change “pulse” event to evaluate community resiliency at this time, however the COVID-19 Pandemic response can be used as a proxy for enhancing climate change resilience within Paterson, NJ. As a proxy, the COVID-19 Pandemic response within Paterson can be used when understanding how and why decision-making processes are made among community-based organizations, how the needs of various groups are being met, and how the response to the COVID-19 Pandemic can inform future climate-change-induced crises (Bhandari & Alonge, 2020).

Developing and reimagining communities through the lens of resilience is an ongoing challenge for researchers as there is no clear or defined path to measuring resilience (Aldrich & Meyer, 2015). This thesis will define community resilience as: community capacity to survive and develop by evolving their environmental, economic, and social sustainability (Lerch, 2015, p. 10). The focus on community resilience has been geared towards the press dynamics of climate change that impact communities long term, and the pulse dynamics that are unexpected and sudden. (Campbell, Singh, & Sharp, 2016). Whether it be climate change press or pulse events, there is no question that climate change inevitably impacts those most vulnerable in Paterson, New Jersey (Cuervo, Leopold, & Baron, 2017). These are the same racial and socioeconomic populations that are also most susceptible to contracting COVID-19 so focusing

on the mobilization of assets through communities following focusing events is necessary and crucial for meeting community need (Birkland, 1998).

### **1.1 Paterson, New Jersey Community Profile**

The City of Paterson, New Jersey, which is located in the northern section of the U.S. State of New Jersey, is the largest city and the county seat of Passaic County. According to the 2010 U.S. Census, the population of the city was 146,199, which made it New Jersey's third-largest city, trailing behind Newark and Jersey City (Data USA, 2018). Paterson, New Jersey is second to only New York City on the list of most densely populated cities in the U.S. with over 100,000 people (Data USA, 2018).

Paterson is a city that is comprised of 52.4% female and 47.6% male residents (Data USA, 2018). The city's median age is around 32 years old which is well below the median age of the state, which is 39.8 (Data USA, 2018). Paterson's estimated median household income is approximately \$36,000, a number significantly below the median income of the state, which comes is approximately \$80,000 (Data USA, 2018). The City of Paterson is majority-minority with the Latine/x/Hispanic population making up 60% of the city, the Black population making up 24.1%, and the white population being under 10% (Data USA, 2018). The workforce in Paterson is fairly diverse with common employment industries spanning from healthcare services to administrative work, waste management services, construction, and food services.

### **1.2 COVID-19 Pandemic**

In late 2019, COVID-19, a novel coronavirus that has not been previously identified changed our world forever. COVID-19 as a virus is scientifically different from the changing weather

patterns and press and pulse dynamics of climate change. However, the spread and distribution and those impacted most by both COVID-19 and climate change are similar groups (Mottaleb, Mainuddin, & Sonobe, 2020). Climate change and COVID-19 are physically different entities but how they impact human populations is where we begin to see similarities - not just from a public health perspective, but in infrastructure utilization, social structures and dynamics, along with the mobilization of informational and financial resources.

There is a need to analyze how the decision-making processes, community organization relationships, and overall response to COVID-19 in Paterson impacted the city's ability to meet the needs of the citizens. This research will be beneficial for local officials in Paterson and planning and development organizations which work to meet the needs of community members for the present and future (Alonge et al., 2019). Gaining a deeper understanding of the mobilization of community assets in Paterson through the COVID-19 Pandemic can provide insight into how climate change resilience efforts should take place in the city. There is tremendous value in considering how the decision-making processes used to combat the COVID-19 outbreak in Paterson, New Jersey could guide the planning process for climate change pulse events in the future. There is a need to view how the exposure and response to COVID-19 impacted a community's ability to mobilize financial capital, information, and emergency materials such as food supply, which are also threatened by the looming threat and current reality of climate change. There is tremendous value in considering how the decision-making processes used by community-based organizations to combat the COVID-19 breakout in Paterson, New Jersey could guide the planning process for climate change pulse events (Birkland, 1996).

### **1.3 Climate Change in Paterson, New Jersey**

Climate change has led to an increased occurrence and severity of extreme weather events such as hurricanes and other extreme rain events that are associated with flooding, increasing risk to urban communities like Paterson, New Jersey. It is crucial to understand how climate change and flooding impact Paterson to better support community programming that better prepares those within the community for increased frequency of storms and flooding events (Burger, Gochfeld, & Lacy, 2019). Climate change challenges in Paterson include extreme heat days, air quality, and flooding from the Passaic River due to increased rain events, warming temperatures, increased presence and intensity of hurricanes, and infrastructure challenges. Within the past decade, Paterson has experienced increased exposure to hurricanes and rain events that call for the need to identify access to resources such as food, up-to-date information, and financial capital (Burger & Gochfeld, 2017). Hurricane Irene and Hurricane Sandy made landfall in New Jersey during the 2011 and 2012 hurricane season, devastating communities in their wake. Each of these storms caused the Passaic River, which runs through Paterson, to reach water levels not seen in more than a century (Burger & Gochfeld, 2017). Although Paterson has a history of flooding events, the difference was that areas that were not historically prone to flooding, were also underwater following the heavy rain caused by both Hurricanes Irene and Sandy. Following both hurricanes, community members expressed concerns with having enough access to food, health services, and reliable information about other resources available to them, and the best practices and protocols to follow (Cavaliere, 2021).



## **1.4 Community-Based Organizations and Community Structures**

A Community-Based Organization (CBO) is rooted in place-based communities and are essential for mobilizing and organizing residents to meet their needs (Green & Haines, 2016). They can be public or private non-profit organizations that are representative of a community and provide specific programs and services to meet the needs of those within a place-based community. They have extensive contacts and information about their constituents and the neighborhoods they serve, and their primary mission is aimed at meeting the needs of those within their geographic jurisdiction (Green & Haines, 2016). They play four critical functions (1) to create power as they gather resources, (2) can sustain action over time, (3) they create expertise through their experience, and (4) they are able to react quickly to various opportunities and issues (Green & Haines, 2016). Knowing how CBOs respond to disasters is essential to developing resilience strategies. After these severe weather events in Paterson and Northern New Jersey, it was found that CBOs were instrumental in community recovery efforts through the distribution of resources, information, and financial assistance (Burger, Gochfeld, & Lacy, 2017). These organizations sprang into action to advocate for a speedy recovery among communities throughout Northern New Jersey. By increasing collaborating ties between CBOs, the needs of community members through the COVID-19 Pandemic can be used as a proxy for climate change planning efforts (Chaskin, 2008).

As with the response to focusing events like Hurricane Irene and Sandy, these CBOs have been restructuring finances, distributing information, and mobilizing resources through the COVID-19 Pandemic. Identifying the mobilization of measurable community assets in Paterson, New Jersey through CBOs come in the form of financial restructuring, information distribution, and resource mobilization. Restructuring finances will describe if CBOs in Paterson applied for

additional funding or redirect funds from within their CBO to meet community resource needs through the COVID-19 Pandemic. Information distribution refers to how these CBOs were communicating with their partners, staffing, and clients or constituents about programmatic changes and additional resources available through the COVID-19 Pandemic. Resource mobilization refers to the existence of methods of the distribution of goods like food and household essentials from these CBOs outward to community members.

Although it is important to consider the role governmental and private entities play in these spaces, CBOs have been research and shown to meet the needs of community members in moments of emergency response (Cavaliere, 2021). The focus of this study is on interactions among 10 CBOs at the local level. For the purpose of this study, governmental and private entities are out of scope. However, these CBOs play a large role in bridging social capital between those public and private entities not specifically centered in this study. Strong social ties among CBOs are critical for resilience planning because they break down areas of competition or overlapping services and programming through information distribution, resource mobilization, and future planning in moments of emergency (Meyer et al, 2019).

Community structures can be identified through the concepts of “social fields” and “community fields” (Sharp, 2001). Sharp differentiates between the social field and the community field by defining the social field as being about taking steps to achieve a specific outcome in a community. On the other hand, the community field is described as a way of organizing within a community to work towards a common goal (Sharp, 2001). The social and community field can be utilized as a way to determine whether these CBOs in Paterson were able to restructure financial capital, distribute information, and mobilize resources effectively. For these CBOs identifying a community field would be critical for meeting the needs of community

members in Paterson. Facilitating relationships among a community field would allow for collaboration and partnerships among CBOs to meet the resource and informational needs of Paterson residents in emergency situations. Sharp identifies the following four community structures that relate to the capacity for community action:

<b>Type of Structure</b>	<b>Support Community Field?</b>	<b>Description</b>
Pyramidal	Yes	Typically has one central actor or organization. A top-down approach that mobilizes direction of community goals. Can create an environment that supports a community field (Sharp, 2001).
Coalitional	Yes	Decentralized structure. Through diverse linkages, can still support a community field. This system may fail to create firm guidance and direction of community goals but allow for most collaboration (Sharp, 2001).
Amorphous	No	Lacks ties within the social field and does not have the connections to support a community field that are defined by flows of information and resources (Sharp, 2001).

Factional	No	Can support a community field within the faction, but not across and for the broader community. Opposing factions are not joined by many linkages, making work inefficient (Sharp, 2001).
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*Table 1: Types of Structures within a Community and their Descriptions*

## 2. Research Questions

CBOs currently managing an emergency situation through COVID-19 while managing financial restructuring, information distribution, and resource mobilization, their community actions now can be used as a proxy for responding to climate change-induced emergency events.

The research questions proposed in this study are:

1. What community structures are present among the CBOs in Paterson, New Jersey through the COVID-19 Pandemic, and do these structures support a community field?
2. How did CBOs in Paterson, New Jersey restructure finances, distribute information, and mobilize resources to meet the needs of Patersonians through the COVID-19 Pandemic?
3. How can CBOs utilize this information about community structures, financial restructuring, information distribution, and resource mobilization through the COVID-19 Pandemic after a climate change-induced pulse event?

## 3. Methods

### 3.1 Data Collection

Data was collected from various sources such as published journal articles, newspaper articles, published interviews, online databases, and CBO media outlets. All CBOs researched through this report are ones that were mentioned through these various sources of data collection. The online database used to gather and report organizational information on CBOs was GuideStar. GuideStar serves as an online repository of crucial information on CBOs around the United States. This captured data was then used to make CBO profiles that explained their mission, function, programming, and services available prior to the COVID-19 Pandemic. Collecting this information allowed for the search on who to best interview at these CBOs to answer the questions identified in Appendix A. The contact information for these individuals such as their first and last names, email addresses, and organizational involvement were publicly available online. Their involvement in their CBOs was highlighted and reported through media outlets such as their organizational websites and local news articles, which are all public information. To keep a record of these organizations and key informants to contact for an interview, their contact information, organization, and organizational ties were entered into a Microsoft Excel database file to keep a record. Research was conducted remotely and online as there are no hard copy records used for this research.

### **3.2 Interviews**

To begin the interview process, Institutional Board Review exemption status was received. 20 different CBOs servicing community members in Paterson, New Jersey across various sectors were contacted to participate in an in-depth guided interview and touch on a range of subjects but include the result of key actors and organizations mobilizing assets through COVID-19. This interview stage resulted in 10 unique interviews and email communications

from organizations who were identified as those restructured finances, distributed information, and mobilized resources in Paterson, New Jersey throughout the COVID-19 Pandemic. These interviews occurred from April 2020 – February 2021. By assessing organizations that were key players during the early stages of the COVID-19 Pandemic, assets related to crises will be identified. Procedures to achieve the intended research outcomes include completing voluntary and participatory interviews. Snowball sampling, a technique where an interview leads to an additional connection, was also used to identify potential participants in the interview stage that were not previously identified through research or that did not have their contact information listed online (Yin, 2003). This mixed sampling approach involves directly contacting 10 key informants within Paterson through phone or email contact to solicit their participation in one-on-one semi-structured interviews (Yin, 2003). With the transition to online formatting, video calls via Zoom will be an option offered to interviewees if that is their preferred method of communication. These interviews consisted of questions relating to financial restructuring, information distribution, resource mobilization, and future preparedness and planning, which are found in Appendix A. This research was reported to the Office of Responsible Research Practices at The Ohio State University. The research proposal was requested to be deemed Exempt from Institutional Review Board (IRB) research and was approved for Exemption in 2020 (Study ID #2020E1115). More information on research reporting and protocol is located in Appendix B.

### **3.3 Social Network Mapping**

The interviews were used to identify organizational tie types and community structures that exists in Paterson between CBOs. This information was helpful in identifying whether these

CBOs support the social or community field in Paterson. Identifying community partnerships is a key aspect of planning for the future of resilience within Paterson. This valuable data on community structure could be used to show how community partnerships met the needs of Paterson residents during the COVID-19 Pandemic. This social network analysis identified clusters of collaboration or cooperation to identify flows of finances, information distribution, and the mobilization of resources.

Using Microsoft Excel to code, organizational information, tie types, data types, and nodes were identified between various organizations. A social network visualization was completed using UCINET, a program used to create sociograms that shows community structure among actors through a visual matrix of relationships and interactions, and in this case CBOs in Paterson (Borgatti, Everett, & Freeman, 2002). The social network visualizations (See Figures 1 and 2 in Section 4.2.1.) will assist in identifying ties between CBOs that are partnering and collaborating organizations. The goal of the social network visualizations are to provide an instructive “map” to show the leading CBOs that demonstrates the “core” of the COVID-19 response network involved in financial restructuring, information distribution, and resource mobilization. The social network visualization does not include any personal information about the interviewed individuals, only the name of the organization they represent and connections/ ties to other organizations they’ve partnered with within the community of Paterson, New Jersey.

### **3.4 Interviewed CBO Profiles**

The following community organization profiles are from organizations interviewed and researched through this research project. All community organization profiles are ones that were identified through interview-based and web-based research and specific methods previously

identified. The community organization profiles reflect the organization's history, programming offered, constituents served, and mission statement prior to any shifts that occurred at the start of the COVID-19 Pandemic.

### **3.4.1 Paterson Alliance**

Founded in 1998, the Paterson Alliance was created by five non-profit agencies in Paterson, New Jersey (GuideStar, n.d.). These five organizations set out to create a collective of Paterson non-profit organizations that would advance the quality of life of those in Paterson through programming and collaboration. This organization has grown to consist of more than 80 members. To this day, the Paterson Alliance invited new organizations in the non-profit community to join their collective. This organization's 23-year history is the reason they're able to facilitate collaboration between non-profit organizations in Paterson (GuideStar, n.d.). The Paterson Alliance engages in work on early childhood development and education where they meet once a month where they bring their membership together which occurs virtually through the COVID-19 Pandemic. As it functions today, they are working to discuss the rollout and distribution of COVID vaccines among their organization members. They are also working on social justice and adverse childhood trauma initiatives.

*Paterson Alliance's Mission:* "Unite non-profit and community partners to create a vibrant Paterson. We strive to improve collaboration between members, to be inclusive and build a culture where everyone feels respected, included, and valued. (Paterson Alliance, n.d.)"



### **3.4.2 Paterson Habitat for Humanity**

A faith-based organization that believes everyone in Paterson deserves decent and just housing. Paterson Habitat constructs quality, affordable, and energy-efficient homes and makes them available to qualified first-time home buyers (GuideStar, n.d.). To qualify for one of these homes, one must volunteer 400 hours of “sweat equity” on home construction, demonstrate distress in current living situations, and one must be able to afford the Paterson Habitat mortgage which is 50 – 80% of the Area Median Income (AMI). Area Median Income is the midpoint of a region’s income distribution and is the maximum amount of income a household can earn to qualify to receive assistance (U.S. Department of Housing and Urban Development, n.d.). The Paterson Habitat for Humanity is a branch of Habitat for Humanity that resides within Passaic County. Habitat for Humanity was founded in Georgia by farmers looking for ways to make things better for themselves and their neighbors. Habitat for Humanity It has grown to be one of the largest non-profit organizations dedicated to creating affordable housing in the world.

*Paterson Habitat for Humanity’s Mission:* “Seeking to put God’s love into action, Habitat for Humanity brings people together to build homes, communities and hope (Paterson Habitat for Humanity, n.d.).”

### **3.4.3 Cumac**

Around for 35 years, Cumac is an anti-hunger organization based in Paterson, New Jersey (GuideStar, n.d.). Their flagship food market and pantry program are assisted by volunteers as they address poverty and hunger among Paterson’s residents. This food pantry and market is established to provide healthy and culturally appropriate foods for individuals and their

families. Typically, they serve more than 3,000 people per month, and they also operate programs on Permanent Supportive Housing (PHS) along with workforce training and development programs to enhance self-sufficiency among their constituents (GuideStar, n.d.).

*Cumac's Mission:* "To fight hunger and its root causes through a holistic, trauma-informed approach that provides groceries and basic necessities to families and individuals in need. (Cumac, n.d.).

#### **3.4.4 Oasis**

Founded in 1997, Oasis's was started to provide hot meals to women with children (GuideStar, n.d.). The founders of Oasis were at Eva's village where they noticed there was a distinct need to feed women and children. Oasis has expanded to launch educational programs which help women with workforce development, after-school and Saturday programs for children and teens and provide holistic wrap-around services so women can focus on their education. They serve male-identifying constituents on nights and weekends through Graduate Equivalency Degree (GED) preparation for high school equivalency, English as a Second Language (ESL) training, citizenship programs, and computer and workforce development programs that focus on Salesforce and customer service skills. They provide free childcare, offer afterschool programming with partners within the Paterson Public School system, and assist with teens working through their college applications, the Free Application for Federal Student Aid (FAFSA), scholarships, and navigating options post-graduation. Oasis is the only organization to offer this variety of anti-poverty services in one location (Oasis, n.d.).

*Oasis's Mission:* “To change the lives of women and children by breaking the cycle of poverty through compassionate programs designed to feed, clothe, educate, and empower women and children in need (GuideStar, n.d.).”

### **3.4.5 Health Coalition of Passaic County (HCPC)**

Founded in 2017 as a grant-funded organization incubated at St. Joseph's Regional Medical Center (SJHMC). Formed by a grant from the Nicholson Foundation, HCPC was founded to build a coalition of people and community partners who have not worked together before, who might not be aware of other organizations, and focuses on collaborations on the social determinants of health. Over the past four years, HCPC has developed a board of trustees comprised of 20 members with health officials from around Passaic County and put together a Community Advisory Board (CAB) that has over 60 organizations (Health Coalition of Passaic County, n.d.). Through the CAB, HCPC has started out to address overutilizers of the healthcare system. HCPC operates to bridge gaps between clinical healthcare and the community by helping others navigate resources that exist but might not be known about. HCPC makes data-driven decisions and works closely with the three other regional health hubs in New Jersey to create community programming specific to community needs.

*Health Coalition of Passaic County's Mission:* “To create a thriving and sustainable community coalition dedicated to significantly improving the health and overall quality of life for residents of the greater Passaic County Area by specifically addressing social determinants of health (GuideStar, n.d.).”

### **3.4.6 City Green**

A non-profit organization based in Clifton, New Jersey serves the Paterson community by revitalizing urban areas through agricultural and educational programming. City Green's educational programming provides opportunities for community members of all ages to engage in food sustainability and security workshops. They operate a farm and learning garden for physical demonstrations and food production that is then distributed to community members at mobile and stationary farmers' markets around Northern New Jersey. City Green works to ensure families and individuals who are experiencing food insecurity are able to afford and have access to fresh and healthy food while on federal and state food assistance programs (City Green, Inc., n.d.).

*City Green's Mission:* "To facilitate the establishment of urban farming, community, and school gardens, in northern New Jersey cities to enrich the lives of inner-city residents, while cultivating education in public health, nutrition, and the environment (GuideStar, n.d.)."

### **3.4.7 Boys and Girls Club of Paterson and Passaic**

Founded in 1963, the then Boys Club was established to meet the needs of inner-city children. The facility built in 1967 and still utilized today hosts an indoor swimming pool, gymnasium, game rooms, and classrooms. In 1991, The Club officially changed its name to the Boys and Girls Club of Paterson, reflecting the co-ed programming that had been taking place for more than a decade. In 2003, the Boys and Girls Club of Paterson merged with the Boys and Girls Club of Passaic. Typically, the Boys and Girls Club of Paterson and Passaic serve around 1,100 children per day in both Paterson and Passaic through academic, athletic, and artistic

programming. This programming occurs both in the form of after-school programs and during summer camps. They serve students ages 5-18 with their programming while also providing snacks and meals which are served each day (Boys and Girls Club of Paterson and Passaic, 2020).

*Boys and Girls Club of Paterson and Passaic's Mission:* To inspire and enable all young people, especially those who need us the most, to realize their full potential as productive, caring and responsible citizens, by providing quality educational, athletic and recreational support for children of working lower and middle-income families (GuideStar, n.d.).”

#### **3.4.8 Star of Hope Ministries**

Founded over 50 years ago as a faith-based organization in downtown Paterson, Star of Hope Ministries is serving those that serve people in need through perishable/non-perishable food collection, city-wide food distribution, and by connecting network churches with needed resources (Star of Hope Ministries, n.d.). Star of Hope’s food donation programming allows volunteers to collect items at their local grocery stores that are needed at their food pantry for drop-off in outdoor donation locations. Star of Hope also has a program that allows volunteers to become food collection partners. In this de-centralized role, volunteers directly help their neighbors. They also run this program for churches and businesses around Paterson wishing to participate.

*Star of Hope Ministries' Mission:* “To strengthen the capacity of 60 urban churches and community organizations through material resource support and leadership development training

so that they can serve under-resourced neighborhoods and the individuals and families that reside there (GuideStar, n.d.).”

#### **3.4.9 Eva’s Village**

Founded 38 years ago, Eva’s Village is a non-profit organization focused on meeting the needs of the Paterson community such as poverty, addiction, and mental illness (Eva’s Village, n.d.). Eva’s was initially founded to meet the hunger and homeless needs in Northern New Jersey and quickly became a hub for free medical and mental health screenings for guests and referrals to substance use treatment programs, social services, and jobs. Eva’s has grown from a simple soup kitchen into one of the most comprehensive providers of treatment, recovery, and supportive services in New Jersey where they have over 20 integrated programs. These programs cover three pillars of Food and Housing, Treatment and Recovery, and Education and Job Training.

*Eva’s Village’s Mission:* “To provide care and support for people struggling with poverty, hunger, homelessness and addiction (GuideStar, n.d.).”

#### **3.4.10 New Jersey Community Development Corporation**

Founded in 1994, the New Jersey Community Development Corporation (NJCDC) is a non-profit community development and social service agency that has grown to serve over 4,000 children, teens, and families daily. NJCDC operates under the vision that all 8,000 children living or going to school in Paterson’s Great Falls Promise Neighborhoods graduate high school with the skills ready to progress professionally and academically (New Jersey Community

Development Corporation, n.d.). NJCDC provides programming on early childhood and youth development, education, affordable and supportive housing, and community building initiatives.

*New Jersey Community Development Corporation's Mission:* "To create opportunities to transform the lives within the Great Falls Neighborhood of Paterson, New Jersey (GuideStar, n.d.).

## **4. Results and Analysis**

**4.1 Interview Results by CBO:** The CBOs profiled in the previous section were interviewed and asked questions centered around understanding their place in financial, informational, and resource-based capital distribution through the CCOVID-19 Pandemic to address community challenges. These CBOs were asked how their functions changed through the COVID-19 Pandemic as well as what future planning would need to consider continuing to meet the needs of community members.

### **4.1.1 Paterson Alliance**

Since the start of the COVID-19 Pandemic, the Paterson Alliance has transitioned to virtual meetings for almost all programming and convening sessions among its members. This has been identified as a challenge, but the Paterson Alliance identified pros of this situation to be no commute times for work since employees are working from home, added flexibility for meeting times, and just having an option to meet if not everyone can get physically together due to travel. The Paterson Alliance identified some cons of this transition to virtual programming to

be losing the tangible aspect of human interaction. They also found that these transitions also assisted with more efficient meetings, and increased productivity in those meetings.

Financial Restructuring: The Paterson Alliance utilized Paycheck Protection Program (PPP) federal loans which are designed to keep workforces employed throughout the COVID-19 Pandemic. The Paterson Alliance also acquired funding from their funders who provided other COVID assistance loans which they distributed to 15 of their member organizations in the amounts of \$7,500. Through these funding mechanisms, they were able to support their members.

Information Distribution: The Paterson Alliance identified two main ways they communicate with their membership. They've utilized Google Groups and Yahoo! Groups to communicate important messaging about shifting to virtual programming. The Paterson Alliance, as a convening organization, has focused on adopting technology that is more user-friendly, where everyone is able to share information about their programming in these groups. Through the COVID-19 Pandemic, the Paterson Alliance has distributed information about virtual events to their members through existing social networks, email listservs, and social media.

Resource Mobilization: The Paterson Alliance served as a foundational bridging organization for a group of six member organizations within Paterson who banded together to meet food distribution needs of community constituents. As the Paterson Alliance assisted in the facilitation of virtual meetings and planning sessions among members such as Cumac, Paterson Habitat for Humanity, Oasis, the Boys and Girls Club of Paterson and Passaic, Star of Hope, and CASA.



Through the utilization of their virtual social networks, the Paterson Alliance was able to share information about resource-based capital distribution in Paterson.

Future Planning: The Paterson Alliance identified vulnerabilities among Paterson's community members that not only impact community needs through the COVID-19 Pandemic but would also impact future emergency events. These challenges include trauma, family and childcare, schooling and virtual learning, physical infrastructure that would impact ventilation in older buildings, and unemployment.

The Paterson Alliance views the future of these vulnerabilities as a mixed bag. There are many people in Paterson who work to help each other but there are quite a few systems that are working against them. Financial access has and will continue to be a challenge for CBOs and community members alike. CBOs need to realign and work together among together organizations and community members to meet needs. The Paterson Alliance acknowledges a resilience in Paterson that is not always quantifiable or talked about often. They shared that often, organizations and businesses are defined as resilient, but also mentioned that the pure grit and determination of the community members in Paterson is very special.

**4.1.2 Paterson Habitat for Humanity:** The COVID-19 Pandemic has impacted the way Paterson Habitat for Humanity engages with their volunteer base. Outside of the COVID-19 Pandemic, the Paterson Habitat for Humanity would utilize volunteer sweat equity to build and repair homes. However, they had to shift their model for financial, informational, and resource-based capital in the following ways.

Financial Restructuring: The Paterson Habitat for Humanity had to move away from utilizing volunteering to develop and build homes and employ construction crews to complete the same projects. They had to retrench and internally mobilize financial capital in different ways as the lack of volunteers was a big part of their lost capacity.

Information Distribution: The Paterson Habitat for Humanity sent information out by way of their email listserv and distribution list to their clients, contractors, and government agencies. They also relied on social media to get the word out on how their programming changed, but mostly utilized email and community social networks to share this information with their constituents. Through the Paterson Alliance, they were able to connect with other member organizations to distribute information and get the word out on their programmatic changes.

Resource Mobilization: The Paterson Habitat for Humanity was mentioned by the Paterson Alliance as a collaborator with five other CBOs which evolved into the Social Justice League. This group of CBOs will be better described at a latter part of this report. However, the Paterson Habitat for Humanity as a faith-based organization worked to distribute food through other faith-based organizations and churches.

Future Planning: The Paterson Habitat for Humanity believes they are more prepared to handle a future emergency event that would require the shift of financial mobilization, information distribution, and resource-based capital. They've been able to strengthen relationships with other CBOs which has allowed them to work more closely together than they have in the past. They've

also identified vulnerabilities that need to continue to be addressed such as homelessness and permanent supportive housing, workforce development, and educational opportunities to support community members in Paterson. The Paterson Habitat for Humanity acknowledges that job training programs are starting to come together and moving forward, they're looking to work cooperatively to create collaborative solutions to the systemic and large-scale challenges and vulnerabilities facing the city like education, lead in water, and anti-poverty initiatives.

**4.1.3 Cumac:** As a result of the COVID-19 Pandemic, Cumac morphed to create contact-less programming for the safety of their staff members and clients. They acknowledge that contact-less programming has taken a human aspect away from what they do such as physically being able to provide support and companionship. The COVID-19 Pandemic created the need for Cumac to renovate their food market from an entry market where clients would be assisted by a volunteer trained in trauma-informed care, into a choice market. As a choice market, they allow clients to make a list of foods they wish to take with them on paper, which is now handed off to volunteers which minimized contact through the COVID-19 Pandemic.

Financial Restructuring: Cumac identifies many changes that happened financially. Overall, Cumac receives funding from a variety of sources like government, foundations, corporations, faith-based organizations, and individual donors. The percentages change each year, but many individual donors were unable to donate funds during the COVID-19 Pandemic. As a result, they changed their funding streams by being very intentional about the food they purchased. Prior to the COVID-19 Pandemic, Cumac received large quantities of food from the United States Department of Agriculture (USDA), which was many repetitive food staples. This food was not

high quality, nor was it culturally appropriate for communities in Paterson. Many families liked varieties of rice, beans, and lentils, which they were not getting a lot of to sustain demand. They need the staples like milk, bread, eggs, fresh produce, and meat. As a result, they became very intentional about purchasing more culturally appropriate food. In 2019, they spent \$18,000 on food and in 2020 they spend almost \$200,000. What the pandemic brought to light for Cumac was that their clients wanted higher quality and nutritious foods, not just the same processed food that gets pumped out. This caused Cumac to look internally to give people what they need to make their lives healthier. There was also an increased amount of people utilizing their services as well, so they had to increase their food supply.

Information Distribution: Cumac identifies as the word on the street as the rule of law. They've been established for over 35 years and people know their services available and trust their programming to meet their needs. There were many people who were reaching out to Cumac for the first time asking questions about their services and programming. These community members shared they've followed on social media platforms like Facebook and Instagram but have never been in a financial place where they felt they needed a food bank. Cumac has never had to do too much outreach because there has always been high need for their services and programming in the Paterson community.

Resource Mobilization: Cumac saw a lot of changes when it came to resource-based capital through the COVID-19 Pandemic. They are a member of the Social Justice League previously mentioned briefly, which will again be described later in this report. Cumac specifically stepped back from one-on-one roles with clients and jumped into community need areas. They were

asked to support the Paterson Public School System, as students who received free lunches or breakfast were no longer receiving those meals. That put a huge burden on those families because now not only are they not getting the food in schools, but the parents or guardians had to make up for that gap. School continued to get in food from its various sources but didn't have any place to store or distribute them. As a result, Cumac sprang into action by utilizing their refrigerated truck fleet to transport food throughout different sites in Paterson through the COVID-19 Pandemic. During the stretch from April - June 2020, Cumac saw huge increases in clientele, which increased from around 3,000 clients to 4500 clients a month, as a result of people losing their jobs and other anticipated how they could gather resource if their situations got really tough. Between April – September 2020, Cumac served more than 20,000 people. They're still delivering to clients that need it and will deliver anywhere in Passaic County and although it doesn't happen every day, they're ready to serve community needs when called upon in those ways.

Future Planning: Cumac identified the continued need for focusing on trauma-informed care. Through these emergency events, so much can change for individuals and families over a short period of time so understanding those intersections will be crucial for future planning. Early childhood development also needs to be understood to learn how COVID-19 impacted community members and their well-being. They acknowledge the need to fully help people in a holistic way and focus on the roots of why people are experiencing injustice.

**4.1.4 Oasis:** As a result of the COVID-19 Pandemic, Oasis immediately shifted their adult education programming to be completely remote and virtual. They utilized their physical spaces

to better serve the needs of community members through the pandemic like turning their dining room into a food warehouse. Their other programming also transitioned to a virtual format and strengthened community organization relationships to meet the needs of community members. When Oasis saw COVID-19 impacts early in the United States, specifically on the West Coast, they got in touch with the largest soup kitchen and largest homeless shelter in Seattle to figure out what they were doing to meet the needs of their community members. Oasis found out these organizations on the West Coast were doing grab-and-go meals, packing food boxes for delivery, and adopted Zoom, which is something no one had heard before. Oasis quickly put together a COVID-19 committee that was paying attention to recommendations and expectations of health professionals. This committee put together a manual on quarantining, exposure procedures, and mask-wearing including all protocols and methods necessary for disinfecting their building.

Financial Restructuring: Oasis made sure to keep their staff intact and did not layoff any staff members. Their budget remained the same, but their food distribution programming took over. There was cost associated with transitioning their dining hall to a food warehouse. During a four-month span, they spent \$100,000 that was raised privately to purchase food for their meal delivery and packaging program. Oasis also applied to many COVID-19 related grants such as the PPP loan identified earlier, which they received twice. With a \$4,000,000 budget, of which 40% comes from fundraising events, these grants helped Oasis stay afloat. They attempted to push back in-person events that would normally raise a substantial amount of funding but could not happen in their traditional ways. This is a third fiscal year with the potential of not having these events that contribute significantly to their usable funds, so it's definitely a pivotal point moving forward, and are planning to be conservative with spending.

Information Distribution: Oasis acknowledges that word of mouth in the community is very important to the work they do. They've tried paid advertising but at the end of the day, people trust the people they know. Other CBOs were also referring people to their soup kitchen which normally serves women and children, but from March through the end of June, they were also serving men. They would utilize social media platforms to distribute information about their hours and services available on Facebook, Instagram. This regular communication on social media with photographs and stories allowed people to connect with Oasis and their programming to share among their networks. Oasis's location lies on a main transit route in Paterson, so people would be able to see and question what was going on at their organization when lines forms on the sidewalks. Through Memorial Day 2020, they would send out an email daily to their Board of Directors which described any daily issues Oasis had and informed their Board about the number of people they served each day.

Resource Mobilization: Along with other members of the Social Justice League, they operated as a large collaborator in the resource distribution process. Oasis is part of the reason they came together and a member of the network that is working to deliver food and resources to home-bound families and those being released from St. Joseph's Regional Medical Center. While food was being packed at one location, Oasis was providing all the extras necessities like so shampoo, deodorant, diapers, and worked to bring it to the people who were home-bound in tandem with the food from Cumac and other organizations.

Future Planning: Oasis identified jobs, affordable housing, and supportive housing programs as need-areas moving forward. Vulnerabilities associated with the lack of quality housing have long impacted community members in Paterson and Oasis is a firm believer that this is a large area of need. Specifically, among CBOs, Oasis identified programmatic funding and acquiring additional talented staff members from within the community as future plans. Funding can sometimes be an issue from specific funding sources like government and corporations as the stipulations attached to them could prevent Oasis from serving undocumented individuals or folks who don't fit specific economic hardships. Long-term funding is also critical for the sustainability of their operations.

**4.1.5 Health Coalition of Passaic County (HCPC):** As a result of the COVID-19 Pandemic, the Health Coalition of Passaic County had to pivot and operate around their mission differently. Their collaborations among CBOs happened in ways where HCPC was connected through providing support on various projects. They were not serving as a specific convening organization among the organizations associated with the Social Justice League, however, they have played a big role in strengthening regional and state partnerships. Entities like the New Jersey Department of Human Service and New Jersey Health Department were connected to local entities through HCPC. Through the COVID-19 Pandemic, they pivoted to all virtual formatting with their partners. HCPC has needed to reassess the needs of their constituents.

Financial Restructuring: Financially, HCPC had to dedicate their priorities to continue serving their clients, while making sure their team stayed employed. Partnerships to larger entities



upward and outward have allowed them to do just that. As a grant-funded organization, they have continued acquiring funding to support their programming, partners, and staff.

Information Distribution: Specifically, through the COVID-19 Pandemic, they have served as an organization that would elevate upward and distributes outward information. HCPC has communicated more frequently with their partners. HCPC acknowledged that folks tend to scramble during an emergency and while there is good intent to create new methods of communication, they found that leaning into existing networks to disseminate information assisted with reducing confusion and even increased trust among their partners. HCPC would utilize surveys and email channels to get information to continue powering-up their partners.

Resource Mobilization: HCPC took on a sustainable meal distribution program through St. Joseph's Regional Medical Center through the COVID-19 Pandemic. They worked with their partners to distribute food throughout the community which wouldn't have been in their scope but utilized their partnerships to meet community needs. HCPC shared that they also utilize data to solidify and quantify needs of their partner organizations and the community. There has been consolidation and clarity of programming in ways that reduce overlapping programs while also providing clarity on programs that are already well established.

Future Planning: HCPC identified some of the biggest needs moving forward would be breaking down silos that prohibit collaboration. There are many different approaches to meeting community needs, but HCPC believes breaking down those barriers will lead to more collaboration and project success. They also acknowledge the increased need for data analytics to

continue community asset mapping. HCPC is viewing themselves as more of a unifying organization that works beyond just bringing people together, but making projects happen. The future of data usage will help establish clearer visions to solve community problems through building capacity to understand how specific geographic locations are in need of identified vulnerabilities like food and resource distribution, financial assistance, and social determinants of health.

**4.1.6 City Green:** As a result of the COVID-19 Pandemic, City Green took a reflective approach to programming and services offered to their constituents. The COVID-19 Pandemic has pushed projects and programs that were already on the agenda to the top of their priority list. For example, they transitioned their open market approach to food distributions to a Community Supported Agriculture (CSA) program, where community members would buy shares of their farm's harvest in advance. In a non-COVID-19 Pandemic year, this program would have not received the energy and intention that was poured into it during this past year. As a result of this program, they were able to easier abide by and establish COVID-19 restrictions. In their CSA program, they could schedule safe appointments for food pick-up as there was increased demand.

Financial Restructuring: City Green was fortunate that their funders recognized the challenge associated with meeting community needs in Paterson, New Jersey. They applied to PPP funding to keep staff employed and programming running. City Green acknowledged their funding was not committed or guaranteed but hoped and assumed funders would continue donating to their food access programs.

Information Distribution: City Green employed strategic information distribution techniques and operated on a bi-weekly basis. They would meet internally to distribute information among their board and staff to assess, reassess, and plan COVID-19 protocols and planning processes. The conversations had in these meetings were also shared outward to their funders and partners in a transparent way through newsletters and emails.

Resource Mobilization: Resource distribution through City Green utilized their network to meet the food access needs of their partners. They worked collaboratively with Cumac to provide food and produce requested by Cumac which is a farm-to-food pantry program that will be developed further. They took a step back to meet the needs of community members and constituents rather than prioritizing their own programming, they focused on what strengths they had that could meet the programming, service, and resource needs of their partners.

Future Planning: City Green's future planning involved taking a look at how to uplift other CBOs. The COVID-19 Pandemic has created time and space for intentional reflection, so their focus is on filling the gaps that have been identified. As food access and resource distribution were so crucial to meeting community needs, City Green is invested in reviewing their programming and reflecting on ways to not cause internal staff burnout which would, in turn, create better outcomes for community members.

**4.1.7 Boys and Girls Club of Paterson and Passaic:** As a result of the COVID-19 Pandemic, the Boys and Girls Club of Paterson and Passaic acknowledged that the transition from in-person learning to hybrid and completely virtual learning was one that disproportionately impacted

children in vulnerable communities. Access to computers, wireless internet services, and having caretakers who had to work and could not stay home to support virtual learning are all challenges the Boys and Girls Club of Paterson and Passaic worked to address through the COVID-19 Pandemic.

Financial Restructuring: The state provided childcare subsidies for attendees, and for others, the program is deeply discounted. The Boys and Girls Club of Paterson and Passaic utilized the PPP loan provided by partners to keep their staff employed and continue meeting the needs of community members through the COVID-19 Pandemic by resuming programming and services offered. They were also awarded grants from foundations that went to CBOs helping local communities respond to COVID-19. They continued receiving funding from individual donors and were able to take grant funding previously awarded for different projects and redirect that funding to other programs such as their food distribution program and work within the Social Justice League.

Information Distribution: The Boys and Girls Club of Paterson and Passaic kept their partners up to date about situations through emails, newsletters, listservs, social media, all of which were established prior to the COVID-19 Pandemic. They communicated with news outlets and shared about the work being done through the COVID-19 Pandemic that was then distributed to community members. As the Boys and Girls Club of Paterson and Passaic already had strong community support and trust, they were able to quickly and efficiently get their messaging out about any changes to services, programming, and hours of operation.

Resource Mobilization: Prior to the COVID-19 Pandemic, the Boys and Girls Club of Paterson and Passaic served around 1,500 kids per day at locations throughout Paterson and Passaic. As a result, the Boys and Girls Club of Paterson and Passaic identified new ways to serve community members. The Club restructured their clubhouses as locations that were open for kids in grades K-12 could log into their classes from 7:30 am – 5:30 pm. This allowed for parents to get back to work. The Boys and Girls Club of Paterson and Passaic began operating an emergency food relief program, where over a 12-week period, their two gymnasiums became food warehouses where they delivered half a million pounds of food (Adubato, 2020). This was in conjunction with the Social Justice League.

Future Planning: The Boys and Girls Club of Paterson and Passaic are big proponents of the Social Justice League identified through these CBO interviews and research processes. The collaborations formed have been organic and are going to be foundational moving forward when meeting the needs of community members in both emergency situations like the COVID-19 Pandemic. These collaborations also will be beneficial for meeting community needs outside of the COVID-19 Pandemic, translating these collaborations to non-emergency situations.

**4.1.8 Star of Hope Ministries:** As a result of the COVID-19 Pandemic, Star of Hope Ministries poured into their mission of improving the lives of community members. Star of Hope Ministries, as a faith-based organization, collaborated through church networking and professional development opportunities to coordinate food distribution efforts to those in need. Star of Hope Ministries coordinated with CUMAC, Oasis, Boys and Girls Club of Paterson and

Passaic, Paterson Habitat for Humanity, and CASA for Children in Passaic County to form the Social Justice League.

Financial Restructuring: Star of Hope Ministries continued welcoming monetary donations through the COVID-19 Pandemic. They also mentioned that they were less in need of monetary donations and more in need of physical resources such as nonperishable food items to donate to community members. Any staff that could work remotely was doing and they worked to keep their staff employed despite financial challenges caused by the COVID-19 Pandemic.

Information Distribution: Through the COVID-19 Pandemic, Star of Hope Ministries saw community need, listened to community members, and communicated with their collaborators to meet community needs. The information distributed outward allowed them to connect with over 70 churches and organizations throughout the state to meet resource mobilization needs. This information distribution allowed new relationships to form and community members were made aware through word of mouth, updated websites, social media, and email.

Resource Mobilization: Through community collaborations and partnerships, Star of Hope Ministries assisted in the mobilization and distribution of over 1,000 boxes of perishable and non-perishable foods and over 20,000 meals throughout the greater Paterson area (Fassett, 2020). They mobilized themselves, including new and existing volunteers to meet the needs of community members. Their food distribution program made possible through community collaborations like the Social Justice League, met community food resource needs to community members during this difficult time.

Future Planning: Star of Hope Ministries views food distribution as a long-term need that will continue to impact those in Paterson even as the COVID-19 Pandemic comes to a close. Through community partnerships such as the Social Justice League, Star of Hope Ministries is prepared to assist with the mobilization of resources and distribution of information as long as they're able. Moving forward, Star of Hope Ministries views these community partnerships, some new, others strengthened, as the driving force to meet the most urgent needs of community members.

**4.1.9 Eva's Village:** As a result of the COVID-19 Pandemic, Eva's Village focused on protecting the health and safety of their clients and community members. Eva's Village suspended or changed some of their programming and services to do so. Their on-site, sit-down dining program has transitioned to a to-go meal program, where extra meals are given to help people get through the weekends. They were also seeking volunteers to contribute to this program. Pre-COVID-19 Pandemic, Eva's Village would feed over 400 guests each day, every day of the year. For the six weeks leading up to the COVID-19 Pandemic lockdowns in Paterson, Eva's village constructed an emergency response team to make sure they were in position to meet community needs. This team allowed them to create the planning for offering their services remotely via telephone and hotlines.

Financial Restructuring: Eva's village received grant funding that was given to organizations contributing to recovery and response efforts in Paterson through the COVID-19 Pandemic. They've had to shift their fundraising events to virtual formats or completely reschedule to accommodate for COVID-19. They redirected those who wanted to donate individually to their

online donation page. They applied for and received grants from foundations, private organizations, including state and federal sources.

Information Distribution: To distribute information, they utilized their existing channels of email, social media, and word of mouth to inform their constituents of the programming and service changes through the COVID-19 Pandemic including updated hours of operation. They coordinated with the Mayor's Office, various departments at the city, county, and state levels, and continued to support and receive support from their CBO partners in Paterson. Information that was distributed to the public through news outlets called for increased monetary and resource donations.

Resource Mobilization: Eva's Village distributed food resources as they transitioned their dine-in food program to to-go services. Through this program, their constituents were able to receive meals twice a day and were even given meals to sustain themselves over the weekends. Other resources distributed and requested via donation included other non-perishable food items, personal care items like tissue and soap, medical supplies like masks, gowns, gloves, and eye masks.

Future Planning: Eva's Village's ability to meet community needs through the COVID-19 Pandemic prepares them for future emergency events. Their emergency response team was formed that allowed them to position their programming and services to meet the needs of communities. Their adaptability and overall ability to collaborate with other CBOs throughout



Paterson support their ability to meet the needs of community members moving beyond the COVID-19 Pandemic, and in the event of a future emergency event.

**4.1.10 New Jersey Community Development Corporation:** As a result of the COVID-19 Pandemic, the New Jersey Community Development Corporation identified technology and food access as two critical need areas among the community through emergency situations. Their youth and professional development programming as a result of the COVID-19 Pandemic were shifted virtually. Over the summer of 2020, the New Jersey Community Development Corporation partnered with other CBOs to deliver summer packages to community members to keep their bodies and minds active through the warmer months. Although they had to close their day camps, they were still able to meet this need. The New Jersey Community Development Corporation stated that their constituents had difficulty gaining access to technological devices, including internet services necessary to utilize them to their full potential. They also worked to address food access challenges.

Financial Restructuring: The New Jersey Community Development Corporation received donations from generous sponsors in the community which supported their ability to respond to community need quickly. These donations were coming from foundations, private, and local donors to carry out necessary community programming and resource distribution efforts.

Information Distribution: Through the COVID-19 Pandemic, the New Jersey Community Development Corporation released news and updates on their social media accounts, emails, and by word of mouth to let community members know they were available and there to help. They

released statements committing to community programming and support and utilized survey data to better understand the needs among those in Paterson.

Resource Mobilization: The generous funding provided by donors allowed for their resource mobilization programs to be a key pillar of their impact through the COVID-19 Pandemic. The New Jersey Community Development Corporation was able to distribute Chromebooks and grocery gift cards to low-income families. They found that food access was a challenge as families and caretakers were skipping meals to pay other bills, where stocking up on food was not always possible for the families they serve. They were able to distribute \$20,000 in grocery gift cards and worked on connecting these community members with free and low-cost internet access (New Jersey Community Development Corporation, n.d.).

Future Planning: The New Jersey Community Development Corporation emphasized the importance of securing funding and donations from generous donors to meet community need. These donations that were granted to them allowed them to meet the technological and food access needs among their constituents which is something that will make them more prepared in the event of a future emergency event that requires an immediate response.

## **4.2 Interview Analysis**

The CBOs interviewed through this study identified many key similarities and collaborations that proved to be beneficial when meeting the needs of community members in Paterson through the COVID-19 Pandemic. Most notably, these CBOs highlighted a transition from a social field to community collaborations that fostered a community field which was

essential for the restructuring of finances, distribution of information, and mobilization of resources.

**4.2.1 Financial Restructuring:** Through the interview process, it was identified that CBOs had to restructure finances within their organization to meet the needs of Paterson's community through the COVID-19 Pandemic. Whether it was applying for additional grant funding, getting creative with fundraiser activities, or continued involvements from funders, these CBOs did what they needed to do to keep their staff employed and run their programming. This was not always an easy process, and CBOs highlighted that there is some uncertainty in what the future of financing their programs looks like through emergency situations, such as the COVID-19 Pandemic or a potential climate change pulse event. The CBOs felt that they were more prepared to adapt to an emergency situation with the help of their collaborators that contributed to the community field, foundations that continued supporting their missions, individual donors, and local, state, and federal grants. The challenges of financial restructuring through the COVID-19 Pandemic were similar to that identified by CBOs after responding to Hurricanes Irene and Sandy years prior (Cavaliere, 2021). This analysis emphasizes the use of COVID-19 as a proxy to a climate change pulse event.

**4.2.2 Information Distribution:** Through the interview process, these CBOs emphasized the importance of communicating upward to partners and collaborators, and outward to their community constituents. The CBOs identified that the mechanisms to communicate with all stakeholders were already set in place in the form of social media platforms, email listservs, and newsletters. The communication came more frequently to ensure those who were using their

services and programming knew updated methods of delivering such along with different times of operation. The CBOs interviewed mentioned that they did not have to do any additional outreach because word of mouth was sufficient, and trust has been built within the Paterson community for years. The CBOs also shared that there were community members who had never utilized their services who were reaching out for the first time. Letting community members know about the programming and services available through the COVID-19 Pandemic was similar to that identified after responding to Hurricane Irene and Sandy years prior. The trust, word of mouth, and ability to share upward and outward were all common during the need to meet emergency community needs (Cassidy & Barnes, 2012).

**4.2.3 Resource Mobilization:** The mobilization of resources through the COVID-19 Pandemic was a strong point among these CBOs. Prior to the COVID-19 Pandemic, CBOs identified having some overlapping programming and services as other organizations. These CBOs also shared that there has been a historical nature of competition to acquire funding and meet community members' needs which did not allow for the collaboration that exists today, supporting the social field. These silos of competition were broken down through the COVID-19 Pandemic and through the formation of the Social Justice League. These CBOs were able to come together to distribute food resources and personal care items to families and individuals unable to get around their communities. These collaborations highlighted the shift from a social field to a community field in the moment of emergency response. This was something not previously identified but is critical for future responses to climate change emergency events (Cavaliere, 2021).

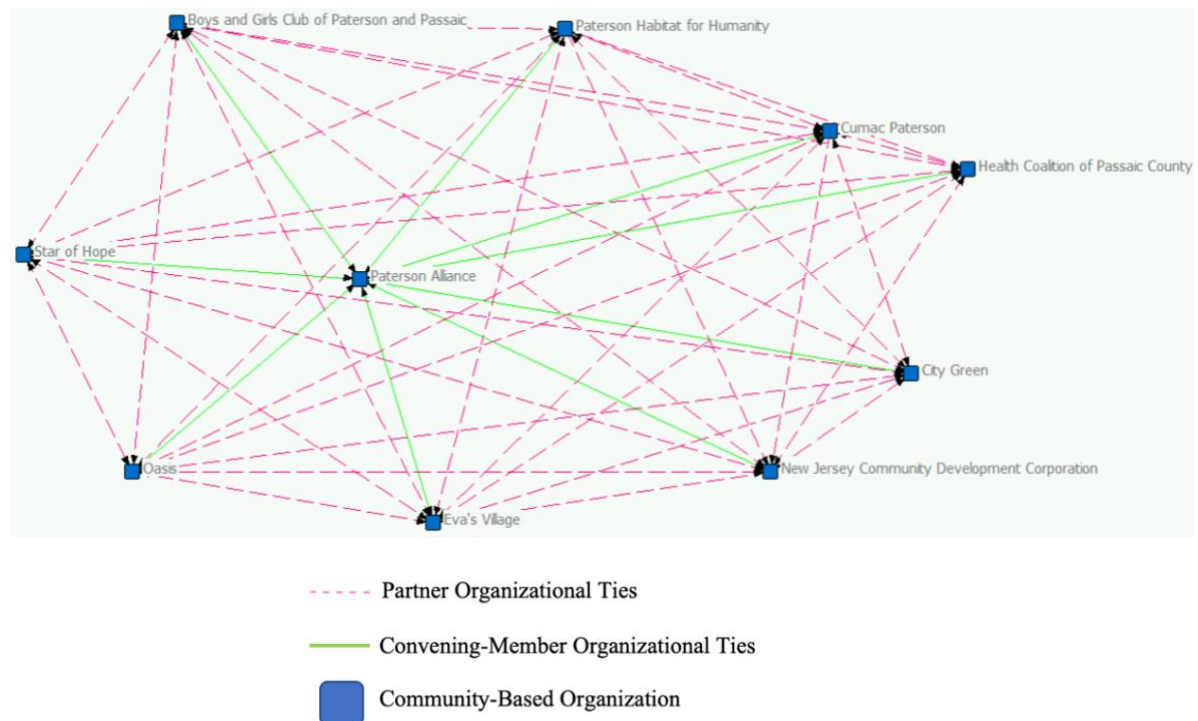
**4.2.4 Social Justice League:** Through the interview process, it was uncovered that a group of six CBOs in Paterson banded together to form what they called the “Social Justice League.” This collaborative of organizations consisted of Cumac, Oasis, Stars of Hope, Boys and Girls Club of Paterson and Passaic, Paterson Habitat for Humanity, and the Passaic County Court Appointed Special Advocates for Children (CASA). Five out of the six organizations present in the Social Justice League were researched for this report. The creation of this Social Justice League happened organically without the specific guidance of the Paterson Alliance. However, these organizations had previously been connected to the Paterson Alliance as member organizations created a coalition of CBOs with the “goal of providing families uninterrupted access to crucial services during the COVID-19 crisis.” As identified through the community-based participatory research interviews, this group was instrumental in meeting the resource and informational needs of community members. Between March and June 2020, they distributed over 30,000 food kits to community members. Through this process, they completed 500 home deliveries and served 191 families while also delivering 1,000 food and resource supply boxes directly to St. Joseph’s Hospital for those ill with COVID-19 and who were also served by WIC, the Women, Infants and Children nutrition program. The Social Justice League acknowledged that the COVID-19 Pandemic amplified needs in the community such as food and resource needs along with up-to-date information on how to access the services offered by these CBOs. The Social Justice League identified a window of opportunity to collaborate in ways that otherwise would have not been made possible during this emergency situation. With the capacity to meet the needs of communities, the Social Justice League worked to meet weekly to collaborate on projects, programming, and available services that otherwise would not have happened. These collaborative efforts combat the standard dynamics of competing agencies and programming

where the relationships among these CBOs are focused on support rooted in meeting the needs of community members in the short and long term. These efforts of collaboration sparked by the COVID-19 Pandemic have been about better serving the needs of Paterson's residents during times of crises and in doing so, they have plans to create community-built facilities that include stable and supportive housing with on-site social services, affordable childcare, food security programming. This transition from reactive to proactive collaboration has been serving as a model for collaboration among CBOs in Northern New Jersey. The Social Justice League operates under the self-healing community model, which was first developed in Washington State, which promotes collaboration across CBOs with various missions to help communities build the capacity to recover and develop resilience after emergency situations (Porter, Martin, & Anda, 2016).

**5. Social Network Analysis of CBOs in Paterson, New Jersey:** The Social Network Analysis of these CBOs in Paterson New Jersey is based on interview results and research among these organizational websites. This Social Network Analysis identifies how the organizations interviewed through this research project are connected to one another (Hanneman & Riddle, 2005). These were broken down into three categories, "Main Organizations," "Tie Organizations," and "Tie Type." Each combination and connection between organizations were identified as "convening," "member," "partner," or "collaborators." Convening organizations are ones that serve other CBOs as a hub or unifying space. Member organizations refer to those who are part of these convening organizations. Partner organizations are organizations that have organizational ties to other groups based on a convening organization's foundational unifying ability. Collaborating organizational ties are similar to partner organization in that they have ties to other organizations, yet they function without a singular convening organization and through

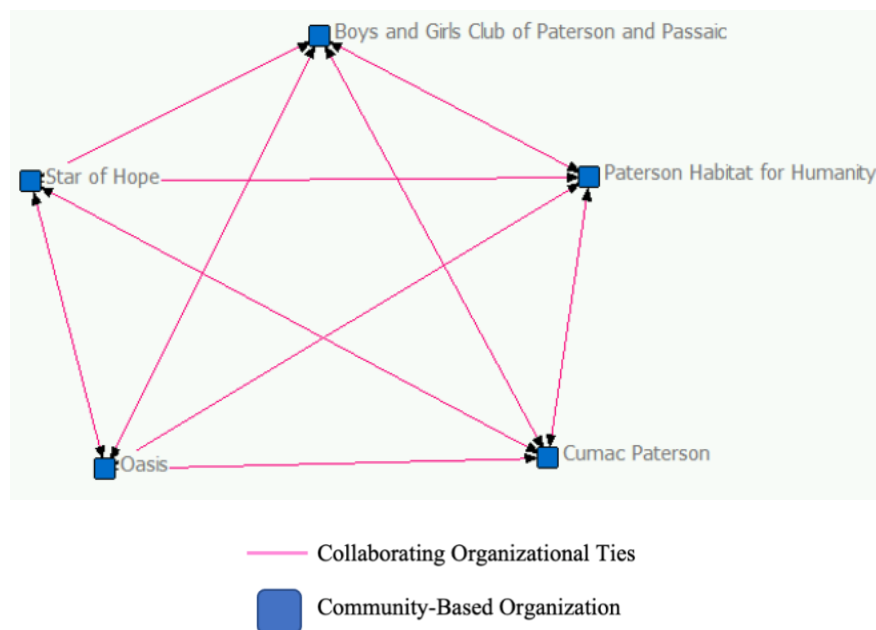
strong partnerships support the community field. These illustrative sociograms are used to report qualitative and web-based research information and are used as descriptive tools.

In Figure 1 it is clear that the Paterson Alliance serves as a convening organization among the CBOs in Paterson, New Jersey. This is indicated by the lime green solid lines. The dashed lines represent that through the convening function of the Paterson Alliance, these organizations were loosely connected and collaborated as needed but collaboration was not their main purpose when interacting through the Paterson Alliance. This supports the social field in Paterson that was then utilized to develop the community field created by the Social Justice League. The Paterson Alliance was chosen to be a convening-member due to research conducted.



*Figure 1: This sociogram shows the CBOs interviewed and researched through this study and their connections with each other*

In Figure 2 it is important to note that these are the organizations interviewed and researched through this study that identified as part of the Social Justice League. There was one organization, Passaic County Court Appointed Special Advocates for Children (CASA), that was not initially identified in this study that was not listed although they are a member of the Social Justice League. In this sociogram, the lines signifying the connections between these organizations are no longer dashed, meaning these organizations directly collaborated and contributed to the development of a community field among their group.



*Figure 2: This sociogram shows the CBOs interviewed and researched in this study that were members of the Social Justice League*

The creation of the Social Justice League and the work done among these organizations to restructure finances, distribute information, and mobilize resources best represents that of a coalitional structure which proves to support the community field (Sharp, 2001). This is



important as community fields have been shown to support resource mobilization and information distribution in moments of community action and need (Sharp, 2001). This was not an easy feat to accomplish as managing social networks among CBOs can be complex due to competition for funding, clientele, and the positive intent to meet community need (Kickert, Klijn, & Koppenjan, 1997).

The convening function of the Paterson Alliance is important for understanding the future of community fields and partnerships that can be supported by CBOs in Paterson. When considering expanding the scope of this study further to government and business sectors in future research, these sociograms can highlight areas of needed attention, and areas of strength among partnerships that support the community field to meet the community needs in moments of emergency response. Prior to the COVID-19 Pandemic, these organizations were connected through the Paterson Alliance's convening partnerships which supported the social field. It was these convening organizational partnerships through the Paterson Alliance that spring-boarded the establishment of a community field through the strengthening of already existing ties among CBOs. The emergency response from CBOs caused by the COVID-19 Pandemic transitioned the community structure, specifically through the creation of the Social Justice League, to its coalitional structure, utilizing the foundation of communication and collaboration to support the community field and meet the informational and resource-based needs of community members.

**6. Discussion, Limitations of Study, and Future Research:** Identifying how CBOs restructured finances, distributed information, and mobilized resources through this interview process, shows that the connections between these organizations transitioned from a social field to a community field. The Social Justice League played a large role in centering the needs of those in the

Paterson community through the COVID-19 Pandemic. The community field has been described as the connections between actors, and in this case CBOs, that work supports meeting the needs of community members. The ties between these CBOs were strengthened through the COVID-19 Pandemic, which was also something that proved true after extreme weather events like Hurricane Irene and Hurricane Sandy. Through the collaboration on programming and focusing on serving those in Paterson more effectively, the CBOs in the Social Justice League proved to support a community field.

**6.1 Limitations of Study:** The biggest challenges associated with this study were attempting to complete interviews through the COVID-19 pandemic. Although most organizations that agreed to an interview had the access to technology that allowed for these interviews to happen virtually, there were others who balancing technological shifts and increased workload made them unable to participate. With the initial number of interviews set at 15, this study featured 10 CBOs that were willing and able to attend a virtual interview. Although meaningful conclusions were drawn from this study, having a limited number of interviewees limited the scope of this project. Other limitations of this study were the lack of existing connections between the COVID-19 Pandemic and climate change resilience planning. At the time of the study, the COVID-19 Pandemic was still very much impacting Paterson, New Jersey and there had not been many connections between the efforts taken by CBOs to meet the needs of those in Paterson during a pandemic, versus a climate change-induced emergency situation.

**6.2 Future Research:** CBOs have expressed the increased need to support data-driven community asset mapping. Through the increased use of data, and more specifically, open-

sourced data, researchers will be able to further identify need areas in the most vulnerable communities throughout Paterson. There is also a need to further identify how governmental and business sectors responded during the COVID-19 Pandemic to get a larger understanding and analysis of a potential community field beyond how CBOs contribute to community resilience (McNally, 2015). Advancing opportunities for community-based participatory research to view the intersection of vulnerable communities and their outcomes in emergency situations can provide a clearer picture of how to meet the holistic needs of community members (Yang et al., 2019). Through the interview process, the CBOs specifically among the Social Justice League mentioned the utilization of the Self-Healing Communities Model in their foundation. “The Self-Healing Communities Model utilized by the Social Justice League builds the capacity of communities to intentionally generate new cultural norms and thereby improve health, safety and productivity for current and future generations (Porter, Martin, & Anda, 2016).” First implemented in Washington State, this model proved to be successful in improving rates of many intersecting and intergenerational health and social problems by investing in communities and people at risk. This model works to address the root causes of these health and social problems by building community capacity, strengthening cultural understanding, and empowering communities to make positive change from within. The Self-Healing Communities Model increases community collaborations and relationships to develop a network of support to address locally prioritized issues and improvements to problem-solving. The Self-Healing Communities Model operates under these six principles: 1. Inclusive Leadership, 2. Learning Communities, 3. Emergent Capabilities, 4. Engagement Informed Neuroscience, Epigenetics, Adverse Childhood Experience and Resilience Research, 5. Right-fit Solutions, 6. Hope and

Efficacy.” (Porter, Martin, & Anda, 2016) These same six principles can be understood through a lens that informs proactive climate change planning efforts for CBOs.

The Self-Healing Community Model implemented by the Social Justice League to meet the needs of community members in Paterson, New Jersey during the COVID-19 Pandemic can also be researched further to proactively plan for climate change as it has shown to support the community field. Based on the six integrity principles of the Self-Healing Community Model, there would be considerable value in understanding and analyzing how these CBOs utilized this model through the COVID-19 Pandemic and the similarities with what has been done after past extreme weather events that could point to its application for climate change response efforts. Below is a table I would recommend when developing this analysis further.

Guiding Principle of Self-Healing Community Model	Social Justice League Through COVID-19 Pandemic	Social Justice League Through Climate Change Induced Event
<b>Inclusive Leadership:</b> “are accountable to the communities they support, and they engage and improve the lives of people most affected by adversity. The ability of leaders to build trust, listen, and acknowledge their own roles in the dynamics that produce status- quo outcomes are central to the SHCM (Porter, Martin, & Anda, 2016).”	<b>Inclusive Leadership:</b> Social Justice League Through COVID-19 Pandemic	<b>Inclusive Leadership:</b> Social Justice League Through Climate Change-Induced Event

<p><b>Learning Communities:</b> “Self-Healing Communities create and participate in iterative cycles of change that move from learning, to innovative action, to evaluating, examining and frequently changing previous assumptions based on new information (Porter, Martin, &amp; Anda, 2016).”</p>	<p><b>Learning Communities:</b> Social Justice League Through COVID-19 Pandemic</p>	<p><b>Learning Communities:</b> Social Justice League Through Climate Change-Induced Event</p>
<p><b>Emergent Capabilities:</b> “New lines of communication, peer support systems, self-organizing networks, and communities of practice<sup>2</sup> augment the formal service-delivery system and generate an infrastructure for change (Porter, Martin, &amp; Anda, 2016).”</p>	<p><b>Emergent Capabilities:</b> Social Justice League Through COVID-19 Pandemic</p>	<p><b>Emergent Capabilities:</b> Social Justice League Through Climate Change-Induced Event</p>
<p><b>Engagement Informed Science and Resilience Research:</b> “Self-Healing Communities practice inclusion, compassion and appreciation for the core gifts of every person while recognizing that offering those gifts can be more difficult for people most affected by ACEs or other adversities. Choice, safety and collaboration are</p>	<p><b>Engagement Informed Science and Resilience Research:</b> Social Justice League Through COVID-19 Pandemic</p>	<p><b>Engagement Informed Science and Resilience Research:</b> Social Justice League Through Climate Change-Induced Event</p>

intentionally designed as primary features of engagement (Porter, Martin, & Anda, 2016)."		
<b>Right-fit Solutions:</b> "Communities using the SHCM address complex, severe and multigenerational problems by building ingenious solutions around available resources. They employ a multipronged, layered and aligned set of strategies to produce significant impact (Porter, Martin, & Anda, 2016)."	<b>Right-fit Solutions:</b> Social Justice League Through COVID-19 Pandemic	<b>Right-fit Solutions:</b> Social Justice League Through Climate Change-Induced Event
<b>Hope and Efficacy:</b> "Self-Healing Communities nurture hope and efficacy by noticing, supporting and celebrating hope-filled action that transforms community identity, inspires peer helping systems, and builds the capacity of a community to generate well-being (Porter, Martin, & Anda, 2016)."	<b>Hope and Efficacy:</b> Social Justice League Through COVID-19 Pandemic	<b>Hope and Efficacy:</b> Social Justice League Through Climate Change-Induced Event

## 7. Conclusion

At the time of this submission, COVID-19 is still very much impacting our communities. It will be necessary to continue researching how the COVID-19 Pandemic connects to climate change recovery and resilience planning efforts in Paterson, New Jersey. As identified through this study, CBOs that band together support the community field through collaboration which is crucial for meeting the informational and resource needs of community members. This study highlighted avenues for future research which includes building on data to develop tools for community asset mapping. By further analyzing the Self-Healing Communities Model the Social Justice League implemented to meet community needs, CBOs and researchers alike can gain an understanding of how the community field established supports climate change response resilience efforts. As highlighted earlier in this study, Paterson is vulnerable to increased flooding caused by extreme rain events. After past extreme rain events, such as Hurricane Sandy and Irene, CBOs proved to be instrumental in the distribution of information and the mobilization of resources. Both COVID-19 Pandemic and climate change pulse events cause similar informational, financial, and resource needs among vulnerable communities. If the CBOs identified in this study, specifically the Social Justice League, continue the development of their community field through collaborations on services and programming, members of the Paterson community will be better supported by CBOs, and CBOs themselves will be more prepared to restructure finances, distribute information, and mobilize resources in the wake of future climate change-induced extreme weather events.

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## Appendix A: Interview Questions

1. Can you provide a brief overview of your organization and your role within it?
2. At the beginning of the COVID-19 lockdowns, did your organization have to utilize financial capital in response to addressing community challenges?

*Follow-ups:*

- a. What did this process look like? What was the response time like? Has that changed over the duration of this pandemic?
3. At the beginning of the COVID-19 lockdowns, did your organization find itself distributing information and updates to your constituents?

*Follow-ups:*

- a. What did this process look like? What was the response time like? Has that changed over the duration of this pandemic?
4. At the beginning of the COVID-19 lockdowns, did your organization distribute emergency supplies or materials (PPE, food and water supply, etc.)?

*Follow-ups:*

- a. What did this process look like? What was the response time like? Has that changed over the duration of this pandemic?
5. At the beginning of the COVID-19 lockdowns, did your organization utilize any potential community partnerships among other organizations?

*Follow-ups:*

- a. Have any community partnerships strengthened, weakened, or remained the same overtime?
6. Looking ahead, is your organization more/less/or equally prepared to potentially mobilize some of the financial capital, information, and/or emergency supplies and resources in the event of an unexpected crisis?



## **Appendix B: Reporting Methods**

For this study, the researchers will develop a report that shows the organizations that have been involved in roles enhancing or contributing to community assets, have shown a mobilization of financial and informational resources, and have collaborated with other organizations. Individuals' networks could also be calculated; however, this information will not be made public in research reporting. Their organizational affiliation information is publicly available. Research reports will not list individuals by name. Publicly listed organizations (such as the New Jersey Community Development Corporation) will be listed in reports by name. No private information will be used.